

United States Senate

January 11, 2024

Constantine Alexandrakis
Chief Executive Officer
Russell Reynolds Associates
277 Park Avenue, Suite 3800
New York, NY 10172

Dear Mr. Alexandrakis,

I write regarding your firm's recruitment practices. My office has received troubling reports that recruiting firms are conspiring with companies to exclude "non-diverse" candidates from the hiring pool.

Investment firms like BlackRock are putting heavy pressure on corporations to racially discriminate in the name of "diversity" when hiring. Workforce diversity metrics can affect companies' access to capital, as investment firms are punishing companies with low "Diversity, Equity, & Inclusion" ("DEI") scores. But after the Supreme Court's recent ruling on affirmative action, DEI initiatives are coming under new scrutiny, so employers are increasingly outsourcing the dirty work of diversity discrimination to recruiting firms like yours.

Compliance with DEI mandates may violate federal law. Title VII of the Civil Rights Act, for example, prohibits private employers from basing hiring decisions on race. A member of the U.S. Equal Employment Opportunity Commission ("EEOC") has warned that "diversity programs pose both legal and practical risks for companies."¹ Race-based hiring policies are being challenged in court, and you can be assured that corporate DEI initiatives that discriminate based on race will soon suffer the same fate as affirmative action in academia.

Recruitment firms like yours should be mindful that you are also subject to anti-discrimination laws. The EEOC warns that "an employment agency is prohibited from discriminating against its own employees, as well as in its referral practices."² I encourage you, both for your own sake and for the sake of your clients, to refuse any request to racially discriminate in recruiting practices.

Sincerely,



Tom Cotton
United States Senator

¹ Andrea R. Lucas, *With Supreme Court affirmative action ruling, it's time for companies to take a hard look at their corporate diversity programs*, REUTERS (June 29, 2023), <https://www.reuters.com/legal/legalindustry/with-supreme-court-affirmative-action-ruling-its-time-companies-take-hard-look-2023-06-29/>.

² *Coverage of Employment Agencies*, EEOC, <https://www.eeoc.gov/employers/coverage-employment-agencies>.

United States Senate

January 11, 2024

M. Keith Waddell
President and Chief Executive Officer
Robert Half
2884 Sand Hill Road, Suite 200
Menlo Park, CA 94025

Dear Mr. Waddell,

I write regarding your firm's recruitment practices. My office has received troubling reports that recruiting firms are conspiring with companies to exclude "non-diverse" candidates from the hiring pool.

Investment firms like BlackRock are putting heavy pressure on corporations to racially discriminate in the name of "diversity" when hiring. Workforce diversity metrics can affect companies' access to capital, as investment firms are punishing companies with low "Diversity, Equity, & Inclusion" ("DEI") scores. But after the Supreme Court's recent ruling on affirmative action, DEI initiatives are coming under new scrutiny, so employers are increasingly outsourcing the dirty work of diversity discrimination to recruiting firms like yours.

Compliance with DEI mandates may violate federal law. Title VII of the Civil Rights Act, for example, prohibits private employers from basing hiring decisions on race. A member of the U.S. Equal Employment Opportunity Commission ("EEOC") has warned that "diversity programs pose both legal and practical risks for companies."¹ Race-based hiring policies are being challenged in court, and you can be assured that corporate DEI initiatives that discriminate based on race will soon suffer the same fate as affirmative action in academia.

Recruitment firms like yours should be mindful that you are also subject to anti-discrimination laws. The EEOC warns that "an employment agency is prohibited from discriminating against its own employees, as well as in its referral practices."² I encourage you, both for your own sake and for the sake of your clients, to refuse any request to racially discriminate in recruiting practices.

Sincerely,



Tom Cotton
United States Senator

¹ Andrea R. Lucas, *With Supreme Court affirmative action ruling, it's time for companies to take a hard look at their corporate diversity programs*, REUTERS (June 29, 2023), <https://www.reuters.com/legal/legalindustry/with-supreme-court-affirmative-action-ruling-its-time-companies-take-hard-look-2023-06-29/>.

² *Coverage of Employment Agencies*, EEOC, <https://www.eeoc.gov/employers/coverage-employment-agencies>.

United States Senate

January 11, 2024

Traci L. Fiatte
Chief Executive Officer
Randstad North America
1 Overton Park
3625 Cumberland Blvd SE
Atlanta, GA 30339

Dear Ms. Fiatte,

I write regarding your firm's recruitment practices. My office has received troubling reports that recruiting firms are conspiring with companies to exclude "non-diverse" candidates from the hiring pool.

Investment firms like BlackRock are putting heavy pressure on corporations to racially discriminate in the name of "diversity" when hiring. Workforce diversity metrics can affect companies' access to capital, as investment firms are punishing companies with low "Diversity, Equity, & Inclusion" ("DEI") scores. But after the Supreme Court's recent ruling on affirmative action, DEI initiatives are coming under new scrutiny, so employers are increasingly outsourcing the dirty work of diversity discrimination to recruiting firms like yours.

Compliance with DEI mandates may violate federal law. Title VII of the Civil Rights Act, for example, prohibits private employers from basing hiring decisions on race. A member of the U.S. Equal Employment Opportunity Commission ("EEOC") has warned that "diversity programs pose both legal and practical risks for companies."¹ Race-based hiring policies are being challenged in court, and you can be assured that corporate DEI initiatives that discriminate based on race will soon suffer the same fate as affirmative action in academia.

Recruitment firms like yours should be mindful that you are also subject to anti-discrimination laws. The EEOC warns that "an employment agency is prohibited from discriminating against its own employees, as well as in its referral practices."² I encourage you, both for your own sake and for the sake of your clients, to refuse any request to racially discriminate in recruiting practices.

Sincerely,



Tom Cotton
United States Senator

¹ Andrea R. Lucas, *With Supreme Court affirmative action ruling, it's time for companies to take a hard look at their corporate diversity programs*, REUTERS (June 29, 2023), <https://www.reuters.com/legal/legalindustry/with-supreme-court-affirmative-action-ruling-its-time-companies-take-hard-look-2023-06-29/>.

² *Coverage of Employment Agencies*, EEOC, <https://www.eeoc.gov/employers/coverage-employment-agencies>.

United States Senate

January 11, 2024

Jonas Prising
Chairman and Chief Executive Officer
ManpowerGroup
100 Manpower Place
Milwaukee, WI 53212

Dear Mr. Prising,

I write regarding your firm's recruitment practices. My office has received troubling reports that recruiting firms are conspiring with companies to exclude "non-diverse" candidates from the hiring pool.

Investment firms like BlackRock are putting heavy pressure on corporations to racially discriminate in the name of "diversity" when hiring. Workforce diversity metrics can affect companies' access to capital, as investment firms are punishing companies with low "Diversity, Equity, & Inclusion" ("DEI") scores. But after the Supreme Court's recent ruling on affirmative action, DEI initiatives are coming under new scrutiny, so employers are increasingly outsourcing the dirty work of diversity discrimination to recruiting firms like yours.

Compliance with DEI mandates may violate federal law. Title VII of the Civil Rights Act, for example, prohibits private employers from basing hiring decisions on race. A member of the U.S. Equal Employment Opportunity Commission ("EEOC") has warned that "diversity programs pose both legal and practical risks for companies."¹ Race-based hiring policies are being challenged in court, and you can be assured that corporate DEI initiatives that discriminate based on race will soon suffer the same fate as affirmative action in academia.

Recruitment firms like yours should be mindful that you are also subject to anti-discrimination laws. The EEOC warns that "an employment agency is prohibited from discriminating against its own employees, as well as in its referral practices."² I encourage you, both for your own sake and for the sake of your clients, to refuse any request to racially discriminate in recruiting practices.

Sincerely,



Tom Cotton
United States Senator

¹ Andrea R. Lucas, *With Supreme Court affirmative action ruling, it's time for companies to take a hard look at their corporate diversity programs*, REUTERS (June 29, 2023), <https://www.reuters.com/legal/legalindustry/with-supreme-court-affirmative-action-ruling-its-time-companies-take-hard-look-2023-06-29/>.

² *Coverage of Employment Agencies*, EEOC, <https://www.eeoc.gov/employers/coverage-employment-agencies>.

United States Senate

January 11, 2024

Gary Burnison
Chief Executive Officer
Korn Ferry
1900 Avenue of the Stars, Suite 1500
Los Angeles, CA 90067

Dear Mr. Burnison,

I write regarding your firm's recruitment practices. My office has received troubling reports that recruiting firms are conspiring with companies to exclude "non-diverse" candidates from the hiring pool.

Investment firms like BlackRock are putting heavy pressure on corporations to racially discriminate in the name of "diversity" when hiring. Workforce diversity metrics can affect companies' access to capital, as investment firms are punishing companies with low "Diversity, Equity, & Inclusion" ("DEI") scores. But after the Supreme Court's recent ruling on affirmative action, DEI initiatives are coming under new scrutiny, so employers are increasingly outsourcing the dirty work of diversity discrimination to recruiting firms like yours.

Compliance with DEI mandates may violate federal law. Title VII of the Civil Rights Act, for example, prohibits private employers from basing hiring decisions on race. A member of the U.S. Equal Employment Opportunity Commission ("EEOC") has warned that "diversity programs pose both legal and practical risks for companies."¹ Race-based hiring policies are being challenged in court, and you can be assured that corporate DEI initiatives that discriminate based on race will soon suffer the same fate as affirmative action in academia.

Recruitment firms like yours should be mindful that you are also subject to anti-discrimination laws. The EEOC warns that "an employment agency is prohibited from discriminating against its own employees, as well as in its referral practices."² I encourage you, both for your own sake and for the sake of your clients, to refuse any request to racially discriminate in recruiting practices.

Sincerely,



Tom Cotton
United States Senator

¹ Andrea R. Lucas, *With Supreme Court affirmative action ruling, it's time for companies to take a hard look at their corporate diversity programs*, REUTERS (June 29, 2023), <https://www.reuters.com/legal/legalindustry/with-supreme-court-affirmative-action-ruling-its-time-companies-take-hard-look-2023-06-29/>.

² *Coverage of Employment Agencies*, EEOC, <https://www.eeoc.gov/employers/coverage-employment-agencies>.

United States Senate

January 11, 2024

Peter Quigley
President and Chief Executive Officer
Kelly Services
999 West Big Beaver Road
Troy, MI 48084-4782

Dear Mr. Quigley,

I write regarding your firm's recruitment practices. My office has received troubling reports that recruiting firms are conspiring with companies to exclude "non-diverse" candidates from the hiring pool.

Investment firms like BlackRock are putting heavy pressure on corporations to racially discriminate in the name of "diversity" when hiring. Workforce diversity metrics can affect companies' access to capital, as investment firms are punishing companies with low "Diversity, Equity, & Inclusion" ("DEI") scores. But after the Supreme Court's recent ruling on affirmative action, DEI initiatives are coming under new scrutiny, so employers are increasingly outsourcing the dirty work of diversity discrimination to recruiting firms like yours.

Compliance with DEI mandates may violate federal law. Title VII of the Civil Rights Act, for example, prohibits private employers from basing hiring decisions on race. A member of the U.S. Equal Employment Opportunity Commission ("EEOC") has warned that "diversity programs pose both legal and practical risks for companies."¹ Race-based hiring policies are being challenged in court, and you can be assured that corporate DEI initiatives that discriminate based on race will soon suffer the same fate as affirmative action in academia.

Recruitment firms like yours should be mindful that you are also subject to anti-discrimination laws. The EEOC warns that "an employment agency is prohibited from discriminating against its own employees, as well as in its referral practices."² I encourage you, both for your own sake and for the sake of your clients, to refuse any request to racially discriminate in recruiting practices.

Sincerely,



Tom Cotton
United States Senator

¹ Andrea R. Lucas, *With Supreme Court affirmative action ruling, it's time for companies to take a hard look at their corporate diversity programs*, REUTERS (June 29, 2023), <https://www.reuters.com/legal/legalindustry/with-supreme-court-affirmative-action-ruling-its-time-companies-take-hard-look-2023-06-29/>.

² *Coverage of Employment Agencies*, EEOC, <https://www.eeoc.gov/employers/coverage-employment-agencies>.

United States Senate

January 11, 2024

Krishnan Rajagopalan
President and Chief Executive Officer
Heidrick & Struggles
233 South Wacker Drive, Suite 4900
Chicago, IL 60606

Dear Mr. Rajagopalan,

I write regarding your firm's recruitment practices. My office has received troubling reports that recruiting firms are conspiring with companies to exclude "non-diverse" candidates from the hiring pool.

Investment firms like BlackRock are putting heavy pressure on corporations to racially discriminate in the name of "diversity" when hiring. Workforce diversity metrics can affect companies' access to capital, as investment firms are punishing companies with low "Diversity, Equity, & Inclusion" ("DEI") scores. But after the Supreme Court's recent ruling on affirmative action, DEI initiatives are coming under new scrutiny, so employers are increasingly outsourcing the dirty work of diversity discrimination to recruiting firms like yours.

Compliance with DEI mandates may violate federal law. Title VII of the Civil Rights Act, for example, prohibits private employers from basing hiring decisions on race. A member of the U.S. Equal Employment Opportunity Commission ("EEOC") has warned that "diversity programs pose both legal and practical risks for companies."¹ Race-based hiring policies are being challenged in court, and you can be assured that corporate DEI initiatives that discriminate based on race will soon suffer the same fate as affirmative action in academia.

Recruitment firms like yours should be mindful that you are also subject to anti-discrimination laws. The EEOC warns that "an employment agency is prohibited from discriminating against its own employees, as well as in its referral practices."² I encourage you, both for your own sake and for the sake of your clients, to refuse any request to racially discriminate in recruiting practices.

Sincerely,



Tom Cotton
United States Senator

¹ Andrea R. Lucas, *With Supreme Court affirmative action ruling, it's time for companies to take a hard look at their corporate diversity programs*, REUTERS (June 29, 2023), <https://www.reuters.com/legal/legalindustry/with-supreme-court-affirmative-action-ruling-its-time-companies-take-hard-look-2023-06-29/>.

² *Coverage of Employment Agencies*, EEOC, <https://www.eeoc.gov/employers/coverage-employment-agencies>.

United States Senate

January 11, 2024

Edilson Camara
Chief Executive Officer
Egon Zehnder
One North Wacker Drive, Suite 4800
Chicago, IL 60606-2824

Dear Mr. Camara,

I write regarding your firm's recruitment practices. My office has received troubling reports that recruiting firms are conspiring with companies to exclude "non-diverse" candidates from the hiring pool.

Investment firms like BlackRock are putting heavy pressure on corporations to racially discriminate in the name of "diversity" when hiring. Workforce diversity metrics can affect companies' access to capital, as investment firms are punishing companies with low "Diversity, Equity, & Inclusion" ("DEI") scores. But after the Supreme Court's recent ruling on affirmative action, DEI initiatives are coming under new scrutiny, so employers are increasingly outsourcing the dirty work of diversity discrimination to recruiting firms like yours.

Compliance with DEI mandates may violate federal law. Title VII of the Civil Rights Act, for example, prohibits private employers from basing hiring decisions on race. A member of the U.S. Equal Employment Opportunity Commission ("EEOC") has warned that "diversity programs pose both legal and practical risks for companies."¹ Race-based hiring policies are being challenged in court, and you can be assured that corporate DEI initiatives that discriminate based on race will soon suffer the same fate as affirmative action in academia.

Recruitment firms like yours should be mindful that you are also subject to anti-discrimination laws. The EEOC warns that "an employment agency is prohibited from discriminating against its own employees, as well as in its referral practices."² I encourage you, both for your own sake and for the sake of your clients, to refuse any request to racially discriminate in recruiting practices.

Sincerely,



Tom Cotton
United States Senator

¹ Andrea R. Lucas, *With Supreme Court affirmative action ruling, it's time for companies to take a hard look at their corporate diversity programs*, REUTERS (June 29, 2023), <https://www.reuters.com/legal/legalindustry/with-supreme-court-affirmative-action-ruling-its-time-companies-take-hard-look-2023-06-29/>.

² *Coverage of Employment Agencies*, EEOC, <https://www.eeoc.gov/employers/coverage-employment-agencies>.

United States Senate

January 11, 2024

Ben Williams
Chief Executive Officer
Spencer Stuart
90 Park Avenue, 4th Floor
New York, NY 10016

Dear Mr. Williams,

I write regarding your firm's recruitment practices. My office has received troubling reports that recruiting firms are conspiring with companies to exclude "non-diverse" candidates from the hiring pool.

Investment firms like BlackRock are putting heavy pressure on corporations to racially discriminate in the name of "diversity" when hiring. Workforce diversity metrics can affect companies' access to capital, as investment firms are punishing companies with low "Diversity, Equity, & Inclusion" ("DEI") scores. But after the Supreme Court's recent ruling on affirmative action, DEI initiatives are coming under new scrutiny, so employers are increasingly outsourcing the dirty work of diversity discrimination to recruiting firms like yours.

Compliance with DEI mandates may violate federal law. Title VII of the Civil Rights Act, for example, prohibits private employers from basing hiring decisions on race. A member of the U.S. Equal Employment Opportunity Commission ("EEOC") has warned that "diversity programs pose both legal and practical risks for companies."¹ Race-based hiring policies are being challenged in court, and you can be assured that corporate DEI initiatives that discriminate based on race will soon suffer the same fate as affirmative action in academia.

Recruitment firms like yours should be mindful that you are also subject to anti-discrimination laws. The EEOC warns that "an employment agency is prohibited from discriminating against its own employees, as well as in its referral practices."² I encourage you, both for your own sake and for the sake of your clients, to refuse any request to racially discriminate in recruiting practices.

Sincerely,



Tom Cotton
United States Senator

¹ Andrea R. Lucas, *With Supreme Court affirmative action ruling, it's time for companies to take a hard look at their corporate diversity programs*, REUTERS (June 29, 2023), <https://www.reuters.com/legal/legalindustry/with-supreme-court-affirmative-action-ruling-its-time-companies-take-hard-look-2023-06-29/>.

² *Coverage of Employment Agencies*, EEOC, <https://www.eeoc.gov/employers/coverage-employment-agencies>.

United States Senate

January 11, 2024

Aileen Alexander
Chief Executive Officer
Diversified Search Group
2005 Market Street, Floor 33
Philadelphia, PA 19103

Dear Ms. Alexander,

I write regarding your firm's recruitment practices. My office has received troubling reports that recruiting firms are conspiring with companies to exclude "non-diverse" candidates from the hiring pool.

Investment firms like BlackRock are putting heavy pressure on corporations to racially discriminate in the name of "diversity" when hiring. Workforce diversity metrics can affect companies' access to capital, as investment firms are punishing companies with low "Diversity, Equity, & Inclusion" ("DEI") scores. But after the Supreme Court's recent ruling on affirmative action, DEI initiatives are coming under new scrutiny, so employers are increasingly outsourcing the dirty work of diversity discrimination to recruiting firms like yours.

Compliance with DEI mandates may violate federal law. Title VII of the Civil Rights Act, for example, prohibits private employers from basing hiring decisions on race. A member of the U.S. Equal Employment Opportunity Commission ("EEOC") has warned that "diversity programs pose both legal and practical risks for companies."¹ Race-based hiring policies are being challenged in court, and you can be assured that corporate DEI initiatives that discriminate based on race will soon suffer the same fate as affirmative action in academia.

Recruitment firms like yours should be mindful that you are also subject to anti-discrimination laws. The EEOC warns that "an employment agency is prohibited from discriminating against its own employees, as well as in its referral practices."² I encourage you, both for your own sake and for the sake of your clients, to refuse any request to racially discriminate in recruiting practices.

Sincerely,



Tom Cotton
United States Senator

¹ Andrea R. Lucas, *With Supreme Court affirmative action ruling, it's time for companies to take a hard look at their corporate diversity programs*, REUTERS (June 29, 2023), <https://www.reuters.com/legal/legalindustry/with-supreme-court-affirmative-action-ruling-its-time-companies-take-hard-look-2023-06-29/>.

² *Coverage of Employment Agencies*, EEOC, <https://www.eeoc.gov/employers/coverage-employment-agencies>.